

United States Department of Agriculture
Marketing and Regulatory Programs
Animal and Plant Health Inspection Service

Directive

APHIS 4430.5

12/29/05

FOUR-LEVEL PERFORMANCE APPRAISAL PROGRAM

1. PURPOSE

This Directive establishes a four-level performance appraisal program for the employees of certain covered programs of the Animal and Plant Health Inspection Service (APHIS).

- a. In this appraisal program, performance elements are rated at three levels:
 - (1) Unacceptable,
 - (2) Fully successful, or
 - (3) Exceptional.
- b. Four summary levels (Office of Personnel Management (OPM) summary level pattern E) are used to rate overall performance:
 - (1) Unacceptable,
 - (2) Fully successful,
 - (3) Exceeds fully successful, or
 - (4) Exceptional.

This appraisal program has been approved by the Department's Office of Human Capital Management.

2. AUTHORITIES

This four-level appraisal program is authorized by, and meets the requirements of:

- a. Title 5, United States Code, Chapter 43.
- b. Title 5, Code of Federal Regulations (CFR), Part 430.
- c. U. S. Department of Agriculture (USDA) Performance Management System, as approved by OPM on January 31, 1996, and the Secretary of Agriculture on June 12, 1996.

- d. The USDA Human Capital Management Plan.

3. COVERAGE, EFFECTIVE DATES, MINIMUM APPRAISAL PERIOD

- a. Coverage and Effective Dates. This four-level performance appraisal program applies to APHIS employees in the following programs, except employees excluded by law, regulation, an administrative determination by OPM, or as otherwise noted:
 - (1) **Veterinary Services**, effective April 1, 2006, with an initial 5-month transitional rating cycle.
 - (2) **Wildlife Services**, effective April 1, 2006, with an initial 6-month transitional rating cycle.
 - (3) **Animal Care**, effective with the annual rating cycle beginning May 1, 2006.
 - (4) **MRP Business Services**, effective with the annual rating cycle beginning July 1, 2006.
 - (5) **Plant Protection and Quarantine**, effective July 1, 2006, with initial an 6-month transitional rating cycle. Note: Safeguarding, Intervention, and Trade Compliance Specialists are covered by this four-level appraisal program; all other employees who are represented by the National Association of Agriculture Employees are not covered by this program and will continue to be covered by the five-level appraisal program in APHIS Directive 462.1 dated 12/7/88.
 - (6) **Legislative and Public Affairs** and **International Services**, effective July 1, 2006, with an initial 15-month transitional rating cycle.
 - (7) **Policy and Program Development** and **Biotechnology Regulatory Services**, effective July 1, 2006, with an initial 14-month transitional rating cycle.
 - (8) **Office of the Administrator**, effective with the annual rating cycle beginning October 1, 2006.

All permanent full-time and part-time GS, GM, and wage system employees are covered. Other employees, including temporary employees and employees in pay plan AD, who are expected to work for at least 120 days a year are covered.

The primary exclusions are excepted service employees (Schedules A, B, and C) who are not expected to work for at least 120 days in a 12-month period, Foreign Service personnel (pay plans FP and FE), and members of the Senior Executive Service.

- b. Minimum Appraisal Period. The minimum appraisal period is 90 calendar days. An employee may not be given a rating of record unless he/she has worked under a written performance plan for at least 90 days.

4. GLOSSARY

Terms in **bold** are defined in OPM regulations, 5 CFR, Part 430 (2005).

- a. Advisory rating. A performance rating that covers part of the appraisal period, such as for a detail or temporary promotion that lasts at least 90 days. An advisory rating is not, in itself, a rating of record, but is considered by the rating official when the rating of record is prepared.
- b. **Appraisal.** The process under which an employee's performance is reviewed and evaluated.
- c. **Appraisal period.** The established period of time, normally 12 months, for which an employee's performance will be reviewed and for which a final rating of record will be prepared.
- d. **Appraisal program.** The specific requirements and procedures established under the policies and parameters of the Department's appraisal system.
- e. **Appraisal system.** The Department's OPM-approved framework of umbrella policies and parameters established for the administration of performance appraisal programs in USDA.
- f. **Critical element.** A work assignment or responsibility of such importance that unacceptable performance on the element would result in a determination that an employee's overall performance is unacceptable. In this rating system, all elements are critical elements.
- g. **Element weight.** The weighted value assigned to each performance element as a percentage. The weighted values of all elements total 100%.
- h. **Element rating.** The level of performance on each individual element determined by comparing accomplishments to the performance standard. In this system, each element will be rated at one of three levels.

- i. Employee Performance File (EPF). An official file governed by OPM regulations that is required for each employee covered by a performance appraisal system. The original copies of employee performance plans and performance ratings must be retained in the EPF for 4 years. The EPF also may contain other documents related to employee performance, such as accomplishment reports and records, skills assessments, and training records. EPF's are separate from Official Personnel Folders (OPF's), which are maintained centrally by Human Resources Operations in Minneapolis, MN. EPF's are maintained at the location designated by the Program, typically by the rating or reviewing official, or by an administrative or resources management office.
- j. Inability to rate. The situation that occurs when a rating of record is due, but the employee has not had the opportunity to perform under a performance plan for at least 90 days, the minimum rating period.
- k. Measures. The descriptions, levels, or indicators of the quality, quantity, timeliness, and/or cost effectiveness that are applied to work results to determine performance element ratings. Performance standards set the measures for FULLY SUCCESSFUL performance in each element.
- l. Minimum rating period. The minimum period of performance (90 days) under a properly signed and approved performance plan that must be completed before a performance rating may be prepared.
- m. Noncritical element. A dimension or aspect of individual, team, or organizational performance, exclusive of a critical element, that is used in assigning a summary level. Non-critical elements are not used in this rating system.
- n. Performance. Accomplishment of work assignments or responsibilities.
- o. **Performance plan**. All of the written performance elements and standards that set forth expected performance. A plan must include all critical elements, their weighted values, and their performance standards.
- p. **Performance standard**. The management-approved expression of the performance thresholds, requirements, results, or expectations that must be met to be appraised at a particular level of performance. A performance standard may include, but is not limited to, indicators of quality, quantity, timeliness, and manner of performance.
- q. Progress review. Communication between the supervisor and employee about performance compared to the performance standards.

- r. Rating official. The individual who is responsible for informing the employee of the performance elements of his/her position, establishing performance standards for those elements, monitoring and evaluating performance and assigning the performance rating. The rating official generally is the first level supervisor or a team leader.
- s. Rating of record. The performance rating and assignment of a summary rating level prepared either at the end of an appraisal period for performance of duties over the entire period and the assignment of a summary rating level, OR, when needed to make the rating of record consistent with a determination to grant or withhold a within-grade increase.
- t. Reviewing official. The reviewing official is generally the first line supervisor of the rating official and the second line supervisor of the employee. The reviewing official is responsible for reviewing and approving performance plans and ratings of record prepared by subordinate rating officials, before they are issued to the employee, to ensure fairness and consistency.
- u. Summary level. The adjective indicator that equates to the overall level of performance based on the appraisal of each performance element.
- v. Transitional rating cycle. A temporary rating cycle, of other than 12 months, that is used to make the transition from one rating system to a different rating system, and/or to make the transition from one annual 12-month rating cycle to a different annual 12-month rating cycle.

5. POLICY

- a. It is APHIS policy to operate a performance appraisal program in a manner which is consistent with applicable statutes, regulations, and the principles and objectives of the USDA system.
- b. The Administrator and delegated managers may initiate new performance appraisal programs, changes in program coverage, and changes to the specific procedures and requirements of this performance appraisal program for their organizations, within the parameters of the USDA system. These include:
 - (1) The starting and ending dates of the annual appraisal cycle,
 - (2) How many and which performance levels will be used to appraise performance elements,
 - (3) The summary level pattern, and

- (4) The method for deriving and assigning the summary level for the rating of record.

Departmental approval is required before new programs, changes in program coverage, or changes in items (2) through (4) above, can be implemented.

- c. The success of performance appraisal programs will be measured by the extent to which they:
 - (1) Support the Department's missions and customer service philosophy;
 - (2) Support and adhere to the Department's civil rights and diversity policies, recognize civil rights and diversity accomplishments, and improve management of a diverse workforce;
 - (3) Align individual and team performance expectations with organizational strategic plans, including performance goals and objectives;
 - (4) Provide for employee performance evaluation which focuses on results and credible measures of performance;
 - (5) Provide for employee involvement in the performance appraisal process;
 - (6) Use the appraisal process as a tool to improve continuous two-way communication of organizational, team, and employee performance objectives and accomplishments;
 - (7) Improve organizational, team, and individual performance;
 - (8) Reward organizational, team, and individual performance through traditional and innovative uses of recognition; and
 - (9) Promote the use of streamlining techniques such as automation and paperwork reduction to make the performance appraisal process more efficient.
- d. The provisions of this performance appraisal program will be communicated to all covered employees through discussions between supervisors and employees, training, and/or orientation and informational materials, when appropriate.

6. RESPONSIBILITIES

a. Employees will:

- (1) Participate with the rating official in developing elements and standards for the annual performance plan;
- (2) Ensure they have a clear understanding of their performance expectations, and request clarification, as necessary;
- (3) Manage performance to achieve identified goals and expected results;
- (4) Seek frequent feedback from the rating official; and
- (5) Take steps to improve aspects of performance that are identified as not meeting expectations or otherwise needing improvement.

b. Rating officials (first-line supervisors or other officials with authority to issue performance plans and assign ratings of record) will:

- (1) Develop performance elements and standards, with employee input and the concurrence of the reviewing official, and document them in the written annual performance plan;
- (2) Monitor employee performance during the appraisal period and communicate with employees regularly about their performance;
- (3) Conduct and document at least one mid-term performance progress review with each employee;
- (4) Assist employees in improving performance, and work closely with any employee whose performance is identified as not meeting expectations or otherwise needing improvement;
- (5) Appraise each employee's performance at the end of the appraisal cycle (or at other times when a rating of record is required), finalize the rating with the concurrence of the reviewing official, conduct an end-of-year performance review, and issue the annual rating of record;
- (6) Recognize employees, as appropriate, for successful performance;
- (7) Take appropriate action for employees whose performance does not meet expectations; and

- (8) Forward a copy of each rating of record (form MRP 106, Performance Rating), through administrative channels as appropriate, to Human Resources Operations in Minneapolis for entry in the National Finance Center's personnel database. The original form MRP 106 (for a rating of record or an advisory rating) is retained in the Employee Performance File.
- c. Reviewing officials (generally the second line supervisor of the employee and the first line supervisor of the rating official) will:
 - (1) Review proposed performance plans and ratings of record prepared by subordinate rating officials before they are finalized and issued to the employees, to ensure fairness and consistency within the organization.
 - (2) Generally, serve as rating official for subordinate rating officials.
- d. The Assistant Human Resources Director, MRP Human Resources Division, will:
 - (1) Design performance appraisal programs at the direction of the Administrator;
 - (2) Obtain Departmental approval, when required by Departmental policy, for new performance appraisal programs and for changes in program procedures, requirements, or coverage;
 - (3) Make informational materials and operating guidance available to supervisors and employees; and
 - (4) Periodically evaluate the effectiveness of performance appraisal programs.

7. REQUIREMENTS

- a. Annual Appraisal Period. In most cases, the appraisal cycle will cover a 12-month period, and each employee will receive an annual rating of record at the end of the cycle. Covered programs have the following rating cycles:
 - (1) **Veterinary Services:** An initial 5-month transitional cycle from April 1, 2006 through August 31, 2006; thereafter, September 1 through August 31, beginning September 1, 2006.
 - (2) **Wildlife Services:** An initial 6-month transitional cycle from April 1, 2006 through September 30, 2006; thereafter, October 1 through September 30, beginning October 1, 2006.

- (3) **Animal Care:** May 1 through April 30.
- (4) **MRP Business Services:** July 1 through June 30.
- (5) **Plant Protection and Quarantine:** An initial 6-month transitional cycle from July 1, 2006 through December 31, 2006; thereafter January 1 through December 31, beginning January 2007.
- (6) **Legislative and Public Affairs and International Services:** An initial 15-month transitional cycle from July 1, 2006 through September 30, 2007; thereafter, October 1 through September 30, beginning October 1, 2007.
- (7) **Policy and Program Development and Biotechnology Regulatory Services:** An initial 14-month transitional cycle from July 1, 2006 through August 31, 2007; thereafter, September 1 through August 31, beginning September 1, 2007.
- (8) **Office of the Administrator:** October 1 through September 30, beginning October 1, 2006.

b. Establishing Performance Plans. A written performance plan will be provided to each covered employee at the beginning of each appraisal period (normally within 30 days). The performance plan includes the dates of the appraisal period, and performance elements and standards. Performance plans are recorded on form MRP 104, Performance Plan Cover Sheet, and form MRP 105, Performance Elements and Standards.

- (1) Performance Elements.
 - (a) Number of Elements. Each performance plan will include at least three and no more than six performance elements based on the employee's work assignments and responsibilities. If appropriate, individual contributions to team or unit performance may be covered.
 - (b) Only Critical Elements. In this four-level program, **all elements are critical elements**. Performance plans **will not** include non-critical elements.
 - (c) Weighting of Elements. Each element in the performance plan will be assigned a weighted value, as a percentage, to communicate its relative importance in determining the overall summary rating.

- 1 Elements will not be assigned a weight of less than 10%.
 - 2 As a guideline, an element generally will not be assigned a weight of more than 50%. However, it could be appropriate to assign a weight of more than 50% to an element in cases where an employee has only three or four elements, and the principal work results expected are concentrated in a single element.
- (d) Alignment, Results Orientation, and Measures. As required by the USDA Human Capital Plan, the performance plan for every employee will include at least one element that:
- 1 Is clearly aligned with organizational goals, which includes some combination of:
 - a APHIS or Program strategic goals and objectives; annual work plans at the Agency, Program, or unit level (including Program Assessment and Rating Tool goals);
 - b Customer focus or established customer service standards; or
 - c Established work flow procedures, business processes, or operating procedures.
 - 2 Focuses on the work results for which the employee is responsible and accountable.
 - 3 Has credible and appropriate measures for the quality, timeliness, quantity and/or cost effectiveness of the employee's work results.
- (e) Balanced Measures. As appropriate:
- 1 Performance plans of all employees will take into account customer perspectives.
 - 2 Performance plans of supervisors will take into account employee perspectives as well as customer perspectives.

- (f) Performance elements and standards must be relevant to the employee's actual duties and responsibilities.
- (g) Mandatory Resources Management Content.
 - 1 Rating officials and reviewing officials will have an element which includes the expected results and measures for their performance management responsibilities, to include the alignment of their employees' performance plans with organizational goals, and the timeliness of performance plans, mid-year reviews, and end-of-year ratings of record.
 - 2 Supervisors and managers who oversee other supervisors and managers will have an element that covers their responsibility for ensuring that, in accordance with APHIS Directive 4315.1, Training and Policy for Supervisors, Managers, and Executives, subordinate supervisors and managers:
 - a Complete a 360-degree leadership skills needs assessment at least every 5 years.
 - b Have a leadership development plan for core competencies that is based on the needs assessment and is updated annually.
 - c Complete at least 24 hours of training or professional development activity in core competencies, as planned in the annual development plan.
- (h) Employees who are expected to spend a significant part of their time during the rating cycle on collateral duties, such as serving on an equal employment opportunity advisory committee, will have an element that covers the collateral responsibilities and the results and measures expected. This may be a stand-alone element as appropriate. The manager who oversees the collateral assignment is responsible for developing the element and standards, communicating them to the rating official and reviewing official, recommending a weight for the element, monitoring performance, and providing feedback to the rating official on the employee's work results and level of performance under the standard.

(i) Equal Opportunity/Civil Rights Content.

- 1 As required by Departmental policy, all supervisors will have a separate critical element on equal opportunity/civil rights. This element will be assigned a weight of 10%.
- 2 For nonsupervisory employees, performance expectations for civil rights will be included in a critical performance element, but it need not be a stand-alone element.

(2) Performance Standards. Performance in each element is rated at one of three levels, FULLY SUCCESSFUL, EXCEPTIONAL, or UNACCEPTABLE. For each element, the performance standard must be written at the FULLY SUCCESSFUL level. Results expected for a FULLY SUCCESSFUL element rating must be within the employee's control.

In addition, one or more performance standards also may be written at the EXCEPTIONAL level and/or the UNACCEPTABLE level, but this is not a requirement.

Rating and reviewing officials are strongly encouraged to communicate with each other and come to an agreement on their expectations for the EXCEPTIONAL performance level, and to communicate these expectations to employees at least through guidelines or examples. This is a "best practice."

The absence of a written standard at the EXCEPTIONAL level or the UNACCEPTABLE level will not preclude the assignment of an element rating at those levels.

(a) The FULLY SUCCESSFUL level generally describes the performance of a solid, effective employee whose work meets, or somewhat exceeds, normal expectations in terms of quantity, quality, timeliness, and customer service. The employee is completing the work he/she was hired to do at the expected level of performance. Some indicators of performance at this level are:

- 1 The employee almost always completes work on schedule and demonstrates a sound balance between quality and quantity.

- 2 The employee prioritizes assignments, works efficiently, and requires only normal supervision and followup.
 - 3 Work products consistently meet applicable instructions, specifications, and goals, and meet customer needs. Errors are minimal and seldom repeated.
- (b) The EXCEPTIONAL level is described as performance in an element which, overall, significantly exceeds the performance standards at the FULLY SUCCESSFUL level. Some indicators of performance at this level are:
- 1 The quantity and/or quality of work results is consistently and significantly above and beyond normal requirements.
 - 2 The employee takes initiative in identifying challenging work goals, and mapping out solutions, so that maximum results are achieved.
 - 3 The employee is frequently sought out by others based on a high degree of demonstrated knowledge or expertise.
- (c) The UNACCEPTABLE level is described as performance which fails to meet the performance standards at the FULLY SUCCESSFUL level.
- (d) Rating officials will give employees the opportunity to participate in the development and revision of their performance plans. Employees are encouraged to participate in the development of performance elements and standards, to review them at least bi-annually, and to make suggestions for changes. The rating official and the reviewing official will make the final decision on the content of a performance plan.
- (e) Changes to Performance Plans. A new or revised performance plan will be issued, as necessary, if an employee is assigned to a different position, or if his/her major duties or responsibilities change during the appraisal period. This includes temporary changes in duties due to a detail or temporary promotion, if the temporary assignment is expected to last as long as 90 days. Changes to performance plans must be communicated in writing to the employee.

c. Monitoring Performance.

(1) Progress Reviews. During the appraisal period, at least one mid-term progress review will be conducted with each employee to discuss his/her performance compared to the performance plan. One progress review must be documented on form MRP 104, Performance Plan Cover Sheet.

(2) Unacceptable Performance.

(a) Opportunity to Demonstrate Acceptable Performance. If, at any time during the appraisal cycle, an employee's performance is determined to be UNACCEPTABLE in one or more critical elements, the employee will be given an opportunity to demonstrate FULLY SUCCESSFUL performance. The opportunity to demonstrate FULLY SUCCESSFUL performance will include:

- 1 Notice to the employee that his/her performance is unacceptable;
- 2 The element(s) in which performance is unacceptable;
- 3 What the employee must do to demonstrate acceptable performance;
- 4 The specific assistance that will be provided to help the employee;
- 5 The timeframe of the performance improvement period; and
- 6 The actions that may be initiated if the performance does not improve to the FULLY SUCCESSFUL level.

The servicing Employee Relations Specialist should be consulted for assistance in developing the opportunity to demonstrate acceptable performance and the notices to the employee.

(b) Failure to Demonstrate Fully Successful Performance. If the employee has not improved performance to the FULLY SUCCESSFUL level during the opportunity period, action will be initiated to reassign, reduce in grade, or remove the employee.

- (c) Savings Provision. Administrative actions initiated against employees whose performance is UNACCEPTABLE under 5 U.S.C. 4303 and an approved Agency performance appraisal system in effect prior to the effective date of this program will continue to be processed consistent with that preestablished set of procedures and requirements.

d. Rating Performance.

- (1) Eligibility for Rating. To be eligible for a rating of record, an employee must have worked under a performance plan for at least the 90-day minimum rating period. If necessary, the appraisal period will be extended until the minimum rating period has been met before a rating of record is issued.

- (2) Rating of Record.

- (a) A written rating of record will be issued to each employee as soon as practicable after the end of the appraisal period, normally within 30 days. The rating of record consists of ratings for each element in the performance plan, and the assignment of a summary rating level. Ratings of record are recorded on form MRP 106, Performance Rating.

- (b) Assignment of Element Ratings. The rating official will appraise the employee's performance against the performance standards for each element, and rate each element as FULLY SUCCESSFUL, EXCEPTIONAL, or UNACCEPTABLE. A numerical score will be assigned to each element rating as follows:

UNACCEPTABLE:	0
FULLY SUCCESSFUL:	3
EXCEPTIONAL:	5

- (c) Derivation of Summary Rating Score. A numerical summary rating score (on a scale of 0.0 to 5.0) is calculated from the weighted element numerical scores as follows:

- 1 Each element's numerical score is multiplied by the weighted percentage value of the element. The result is the Weighted Element Score.

- 2 The Weighted Element Scores are added, and the result is the Summary Rating Score.

See Attachment 1 for an example of a Performance Rating.

(d) Derivation and Assignment of Summary Rating Level.

- 1 UNACCEPTABLE (OPM rating level 1). If any critical element is rated UNACCEPTABLE, the summary rating level is UNACCEPTABLE.
- 2 FULLY SUCCESSFUL (OPM rating level 3). All critical elements are rated at least FULLY SUCCESSFUL with the Summary Rating Score from 3.0 through 3.9.
- 3 EXCEEDS FULLY SUCCESSFUL (OPM rating level 4). All elements are rated at least FULLY SUCCESSFUL, with the Summary Rating Score from 4.0 through 4.5.
- 4 EXCEPTIONAL (OPM rating level 5). All elements are rated at least FULLY SUCCESSFUL, with the Summary Rating Score from 4.6 through 5.0.

- (e) If a summary rating level of EXCEPTIONAL is assigned, the rating official will prepare a brief narrative describing specific instances of performance accomplishments to justify each EXCEPTIONAL element rating.
- (f) If an element is rated UNACCEPTABLE the rating official must prepare a written statement describing the employee's deficiencies in the element compared to the FULLY SUCCESSFUL element standard.
- (g) Consistency with Within-Grade Increase (WGI) Determinations.
An employee must have a rating of record of at least FULLY SUCCESSFUL to be granted a WGI. The rating of record must be UNACCEPTABLE if the WGI is to be denied. When a decision to grant or withhold a WGI is inconsistent with the employee's most recent rating of record, a more current rating of record must be prepared and issued.

- (h) Prohibition on Forced Distribution of Summary Ratings. OPM regulations prohibit the forced distribution of summary rating levels. Employees must be rated against their performance elements and standards, not against other employees.

e. Advisory Ratings.

An employee may receive one or more advisory ratings during an appraisal cycle. Any advisory ratings received by an employee will be considered by the rating official when preparing a rating of record. An advisory rating is not, in itself, a rating of record.

- (1) Details and Temporary Promotions. An advisory rating will be prepared for any detail or temporary promotion which lasts 90 calendar days or longer. The supervisor will document the employee's accomplishments and forward the information to the employee's permanent rating official.
- (2) Change of Position. If an employee has worked under a performance plan for at least 90 calendar days, and then moves to a position with a different rating official, the losing rating official will prepare an advisory rating and forward it to the new rating official.

8. RECORDS AND RETENTION

- a. Employee Performance File. Performance plans, ratings of record, and supporting materials such as records of accomplishments, are retained in the Employee Performance File for 4 years.
- b. NFC Personnel Database. A copy of each rating of record must be forwarded to Human Resources Operations, Processing Section, Minneapolis, MN, so that the summary rating of record can be entered into the NFC database and reported to OPM.

9. PERFORMANCE BONUSES

Performance bonuses include the lump-sum cash performance award and the Quality Step Increase (QSI), which are intended to recognize and reward good performance throughout the rating cycle.

- a. Lump-Sum Performance Bonuses. To be eligible for a performance bonus under this four-level performance appraisal program, an employee must receive at least a FULLY SUCCESSFUL rating of record. A written justification is required to

support a lump-sum performance award over \$500, unless the rating of record is EXCEPTIONAL, in which case the narrative supporting the EXCEPTIONAL rating (as required by section 8.d.(2)(e) above) is sufficient.

- b. QSIs. To be eligible for a QSI, an employee must receive an EXCEPTIONAL summary rating level on a rating of record. No further justification beyond the narrative which supports the “exceptional” rating is needed.

10. INQUIRIES

- a. Inquiries on policy determinations, new performance appraisal programs, changes in program procedures or coverage, and development or revision of performance plans should be referred to MRP Human Resources Division, Human Resources Enhancement Branch.
- b. Inquiries on dealing with poor performance should be directed to the servicing Employee Relations Specialist.
- c. This Directive is available on the MRP Human Resources homepage at *www.aphis.usda.gov/mb/mrphr* and at *www.aphis.usda.gov/library*

/s/

William J. Hudnall
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MRP Business Services

Attachment

EXAMPLE OF A PERFORMANCE RATING UNDER THE FOUR-LEVEL PERFORMANCE APPRAISAL PROGRAM

4-Level Performance Appraisal Program PERFORMANCE RATING		3 ELEMENT RATING LEVELS Unacceptable Results = 0 Fully successful Results = 3 Exceptional Results = 5		
CRITICAL PERFORMANCE ELEMENTS	ELEMENT WEIGHT	ELEMENT RATING	ELEMENT RATING SCORE	WEIGHTED ELEMENT SCORE
1. Animal Tests and Inspections	40%	Exceptional	5	2
2. Producer Data Gathering	20%	Exceptional	5	1
3. Resource Management	20%	Fully Successful	3	0.6
4. Working Relationships and Communications	10%	Fully Successful	3	0.3
5. Special Projects and Assignments	10%	Fully Successful	3	0.3
6. N/A				
	100%			
		SUMMARY RATING SCORE		4.2
4 SUMMARY RATING LEVELS If any element rated "0" = Unacceptable If no elements are rated Unacceptable: summary rating score 3.0 - 3.9 = Fully Successful summary rating score 4.0 - 4.5 = Exceeds Fully Successful summary rating score = 4.6 - 5.0 = Exceptional		SUMMARY RATING		EXCEEDS FULLY SUCCESSFUL